"The Active Duty Chaplain as Director of the Supplemental Branch Summer Training Program of the Reserve and National Guard Chaplains"

A Monograph

by

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PURPOSE:

To outline basic principles and pertinent factors for the active duty Chaplain who has been given the responsibility of conducting fifteen hours of summer training for the Reserve and National Guard Chaplains.

SCOPE:

This monograph presents a study of the facilities demanded, the preparation necessary, the coordination and supervision required in order to conduct an adequate program of training in the Supplemental Branch subjects for the Reserve and National Guard Chaplain Summer Training Program.

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The success of the Supplemental Branch Summer Training for the Reserve and National Guard Chaplains depends in large measure on the iniative and imagination of the active duty Chaplain charged with the responsibility of directing the program. Suffice it to say then, that the Chaplain selected to be the director must be experienced and well versed in the principles and functions of a Staff Officer. For, he is called upon to coordinate and supervise training of Chaplains who are experienced, and who have undergone considerable training and education, both civilian and military.

It is to this interest that this study is made in order that some broad areas may be pointed out, and some specific details may be suggested as guide lines in planning for the Summer Training program of the Chaplains.

The fifteen hours of training must be worthwhile. The active duty Chaplain must exert every effort possible toward that end.

I. ADVISE

A word of caution must be made at the very outset to the director of training. While it may be perfectly understood by all concerned that he is charged with this responsibility, he still must take care that he does not encroach upon the prerogatives of the Division Chaplains. This applies to the National Guard and Reserve divisions in the ZI Army area. These divisions are ordered to fifteen days of active duty during the summer. During that period all of the operations are the command responsibility of the Commanding General of the division. The Division Chaplain is responsible first to his Commander, and not to the director of training (re, the active duty Chaplain). With regard to the National Guard or Division the appropriate G 3 will coordinate the time and place for the Chaplain Training program, and it is the responsibility of the Division Chaplain to clarify the necessary schedules with the Commander, the Staff, and all other interested personnel.

In order to expedite the above it is nec-

essary for the active duty Chaplain to contact the senior Division Chaplains of the National Guard and Reserve divisions. This should be done no later than three months prior to the period in which training will be conducted. This contact should be made by letter. There must be agreement upon the specific courses of study, which will be selected from the published manual. Furthermore, it should be clear that the Division Chaplain must make the specific assignment of instructors for each of the classes to be conducted. A personal visit between the Division Chaplains and the director of training would be of great value. Arrangements for this could be included in the initial letter. A file of all correspondence and personal visits should be maintained by the director of training, which will be of value to him as he continues to work his plans.

A roster of all the Chaplains (Reserve and National Guard in the ZI Army area) should be obtained. This is necessary so that the active duty

Chaplain can ascertain the extent of his logistical and training support. In addition he must obtain the names of Chaplains assigned to separate and unattached organizations, which may also be conducting summer training. In isolated cases a chaplain may be ordered to summer training who does not belong to any organization. It is always embarrassing for every one involved when there is no previous information, and the Chaplain arrives at the Post where no previous arrangements have been made for his presence. The director of training can resolve a lot of this difficulty by contacting the ZI Army Chaplain and requesting information as to the expected time of training of these Chaplains.

It is equally important to correspond with these latter Chaplains refered to in the above paragraph. The extent of training and specific reference as to time and place should be clarified so that each Chaplain is well aware of his obligations during the summer training period.

It is assumed that the Division Chaplains will advise the subordinate Chaplains.

The initial corresponce with the Chaplains should request a tentative plan and schedule of training. This particularly applies to the Division Chaplains. The director of training should receive this at least six weeks prior to the training period. Further planning and coordination will be based upon this information.

The Supplemental Branch Training is a function of USCOMARC. This resolves all questions of authority. Any further information that the director deems necessary can be obtained through technical channels.

Ordinarily controled visits and inspections will be conducted by the EI Army Chaplain. Early correlation with this office will clarify the standards of training and the administration that will be expected. If at all possible the director of training should have this information two months prior to the training period.

The manuals are prepared by the non-resident branch of the US Army Chaplain School. The active duty Chaplain, as director of the Supplemental Branch Summer Training Program, will be expected to be a resource person during all of the instruction. He is fortunate if he has retained his notes and other pertinent material from the courses taken at the Chaplain School. Any further information and references can be obtained from the non-resident branch. Or it might be well to enroll for the courses at the non-resident branch at the Chaplain School in order to be more fully qualified as a resource person. The director must be prepared and well versed in the instructional material if the summer training is going to be successful.

II. PLAN

Adequate facilities and the evidence of prior planning is always conducive to a better learning experience. Creation of an educational atmosphere will be rewarding both to the student and the instructor. Therefore there must be no stinting in regard to the facilities or the supplies necessary for conducting the Supplemental Branch Training. The resourcefulness and the iniative of the director will be manifested by the facilities obtained. To the extent that he takes his task seriously, the director will get the support necessary in obtaining the facilities.

As minor consideration as weather may be very serious during the hot days of July and August. Good ventilation and adequate lighting must be kept in mind during the planning. If everything is second-rate it may well be that this will effect the attitude of the instructors and the students.

The director is fortunate if he has received information with regard to the number of Chaplains

who will attend each week. He can then make necessary plans to obtain such articles as chairs, tables, black boards, and other equipment. Everything must be anticipated by him. He cannot expect that the Division Chaplain or instructor will prepare the class room. It must be done by the director.

It is important that a class room be acquired for the school instead of using the Chapel for this purpose. This is not always a simple task. Facilities are usually at a premium on a Military post. However, the Chaplain does not necessarily depend simply upon himself. He has the support of his immediate supervisor and/or the Post Chaplain. Using iniative, and also tact facilities can be secured.

Correspondence with Chaplains to be trained will indicate what supplies may be needed. It is to be assumed that the visiting Chaplains will have none in their possession. Paper, pencils, pertinent forms, army regulations, Field Manuals,

etc. should be in adequate supply to facilitate training.

One of the best training aids is the lesson plan. The manuals of Supplemental Branch Training are not distributed in adequate number by the US Army Chaplain School to furnish each Chaplain with a copy. The director can facilitate adequate distribution by preparing lessons for all of the instruction that is to be conducted. Suffice it to say that this must be done several weeks prior to the summer training period. The director will outline the lesson material supplied by the training manual and duplicate in sufficient copies so that each Chaplain in attendance will have them.

The process will serve the added advantage of giving the director sufficient acquaintance with the lesson material to aid him in the selection and preparation of training aids. Training aids such as sound films are usually not indicated in the Supplemental Branch Training manual. Consequently this ..

necessity of prior planning and preparation. Adequate facilities, supplies, lesson material, and training aids must be on hand when the Reserve and National Guard Chaplains arrive for their summer training. This will give the program a professional touch and create an atmosphere of high standards, which will benefit the student Chaplains as well as the instructors, and will certainly assist in the teaching and learning processes.

III. COORDINATE

The responsibility for conducting and the implementation of the Supplemental Branch Training for the Reserve and National Guard Chaplains is layed upon the shoulders of the ZI Army Chaplain by USCONARC. If the director will always keep this in mind he will have the necessary motivation to put forth all the effort possible to accomplish superior performance. For this reason the director should request the Post Chaplain to arrange for a personal visit with the ZI Army Chaplain as soon as he is aware of his assignment to this task. He will thereby be informed of the necessary requirements and become aware of the principles to be followed in direction of the training.

The ZI Army Chaplain usually has a roster of all the Reserve and National Guard Chaplain residing in his area. His office conducts training for the Chaplains during the entire year. This is coordinated by one of the Chaplains assigned

must be accomplished by the director. The director should also welcome the suggestions that the Division Chaplains may have concerning training aids. The more that can be accomplished to make this a cooperative program the better. This with respect to selecting training aids as well as any other aspect of the program.

Reservation of films must be made at an early date. The local policies of the Film and Equipment Exchange will be adhered to with regard to all the films and equipment to be used. A licensed projectionist should be used at every occasion.

The overhead projector is a versatile instrument. If early contact is made with the Post Training Aids section it may be possible to have appropriate cartoons and graphs made which will assist in making the instruction interesting and beneficial.

Too much emphasis cannot be given to the

to the ZI Army Chaplain's office. A visit then, is of paramount importance. Such coordination can assist in making the summer training program a part of the broader year round training of the Reserve and National Guard Chaplains.

Progress reports should be sent through technical channels as the director formulates his plans and makes preparation for the summer training program. In return the ZI Army Chaplain may keep the director advised as to schedules of training and Chaplain personnel who expect to be in attendance. This is sought in the interest of coordination.

Controled visits are made by the ZI Army Chaplain or his representative. This is at least true when the the Reserve and National Guard Divisions are in summer training. A check list of intended inspection would be beneficial to the director not only in preparation for the visit, but in planning for, and in the establishment of the school. It would be of benefit if this check list could reach the director soon after his personal visit with the Army Chaplain. He will then know exactly what is expected and can prepare accordingly.

Command support is necessary. It should not surprise the director that it is available. As he keeps the Post Chaplain informed of his progress, and specifies his requirements command support will be assured.

The director must make his acquaintance with the section on the Post, which is responsible for short tour training. This information can be obtained from the Post G 3. Any information as to requirements and training schedules of the summer program will be appreciated by this office. Coordination with the G 3 office will facilitate rather than curtail the program.

The program of training and the facilities necessary for its conduct should be a cooperative effort by G 1, G 3, G 4, the Post Chaplain, and the Chaplain selected to be the director. However, the director will be the key person. He cannot expect any results without specific effort. He must let his needs be known, and above all keep the Post Chaplain informed of his progress. Any casual attitude can only beg disaster. However, effective coordin-

ation will give stature to the summer training program for the Chaplains. As the Post Chaplain expresses the requirements to G 1 command support will not only be assured, but will be given with intense interest to effect the best results. The Post Commanding General is charged with the responsibility of providing support for every phase of Reserve and National Guard summer training conducted on his Post. A good Chaplain training program will be appreciated by the Commanding General and all echelons of command.

All plans should be firm one month prior to the summer training. If the director has accomplished his duties he will know exactly all his obligations, which must be met during the forthcoming training period. His coordination with all staff sections, and the Reserve and National Guard Chaplains has assured him this knowledge. The preparation of a master schedule will provide a clear picture of all events and each class period that will take place.

The publication of a letter for guidance to each Chaplain should be distributed to all the Reserve and National Guard Chaplains of the Army area. It

must clearly understood by all concerned that this letter is for information purposes only lest anyone construe it to be an order. It should contain information as to place of training and schedule of classes, and additional pertinent information as to Post facilities and activities that may be of interest to the visiting Chaplains.

No one can dictate what another should do, but a cursory review of the preceding responsibilities should make it clear that the director's task cannot be treated as an additional duty. It should be his primary mission from March to September.

IV. SUPERVISE

To the extent that the director can create a spirit of harmony and good will the summer training period for the Chaplains will be a beneficial and pleasant experience. It is hardly necessary to encourage the director to welcome the Chaplains, but the suggestion is made because it can be overlooked. By showing a little interest and expressing sincere courtesy rapport can be established and the training will be appreciated instead of looked upon as a chore.

The Reserve and National Guard usually begin thier encampment at the end of the week. Depending upon which day they arrive the director should arrange for an orientation. This need only be a brief session, but can be important in making for harmony.

It has been indicated that the director must be thoroughly acquainted with all the subjects to be considered so as to perform the role of a resource person. He will then be present at each class session, and will assist as he is needed.

With regard to the Division Chaplains it is important to permit the senior Chaplain to function as the supervisory Chaplain. Any advice should be given him in private consultation. Friendly assistance and support will usually suffice. If the director's actions will manifest friendship and an attitude of service he will accomplish much more than be being officious. The summer training period is one of the few times during the year that all the division Chaplains are assembled together, therefore the director should treat the Division Chaplain's position with due respect, and make certain that there are no encroachments upon his prerogatives and responsibilities.

With respect to the Chaplains who are not assigned with a division, and who are in training when there is no division training, the director will find it necessary to do the actual instruction. Prior planning should have given these men information as to the periods of division training, but there situations that arise which may preclude definite scheduling of training periods for some of

the Chaplains. The director will have definite plans for the training of these Chaplains. If there is only one Chaplain present there will still be training under the director's supervision.

The Reserve and National Guard Chaplains are ministers, priests, and rabbis of civilians churches and religious institutions. It is well for the director to remember that he is advertising the US Army Chaplaincy as he serves these men during the summer training period. He can accomplish this best by discharging his duties with a sense of service.

The temptation is to become officious and thereby assume to position of supervisor that belongs to the senior Division Chaplain. This destroys the willingness to cooperate on the part of the Chaplains, and leads the director to overstep his immediate obligations of training into supervision of religious coverage and other areas of Chaplain duties on the Post.

There are also dangers of too little super-

vision until the visiting Chaplain finds himself with nothing to do during the fifteen days of active duty. It is the responsibility of the director of training to find a balance between over supervision and under supervision.

During the planning and preparation stage for the summer training program the director must be informed of the reports he will be required to submit. He must be prepared to advise and assist the Chaplains in the preparation of the DA 16-1 quarterly reports. He should also be advised of the extent that he is responsible for the evaluation of each Chaplain. Any evidence of superior should be reported through appropriate channels in order that commendations can be rendered.

The after action report will be prepared and submitted by the director. This will be in the form of a thorough review accompanied with recommendations. It would be worthwhile to have each Chaplain submit his personal views and recommendations to the director. As success is evidenced reports should be sent to USCONARC in order that superior Supplemental Branch Summer Training for the Reserve and National Guard Chaplains may be the end product.

V. CONCLUSION

The director has the good fortune of establishing a training program for people who have had considerable educational experience. Sharing together in this activity can be very rewarding for all concerned. Moreover there is the challenge to make this educational experience one which will have professional stature. High standards of instruction and efficient operation of the program must prevail.

This monograph has been an attempt at indicating a practical application of the functions of a staff officer, which may serve as guidance for the director of the Supplemental Branch Summer Training of the Reserve and National Guard Chaplains. Successful can be assured through wise advice, planning, coordinating, and supervision.

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of
"The Active Duty Chaplain as Director of the
Supplemental Branch Summer Training Program
of the Reserve and National Guard Chaplains"
by
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The purpose of the monograph is to provide guidelines for the Chaplain who may be given the responsibility of directing the summer training program for Reserve and National Guard Chaplains.

I. ADVICE

In order to avoid any mistakes and to keep confusion to a minimum, the director of summer training should coordinate closely with all persons involved. The senior Chaplain in Reserve or National Guard units should be the first with whom contact is made. He will work with his subordinate Chaplains keeping them informed. The individual Chaplains, and especially those who are not assigned to specific units, are to be informed as to what will be the instruction, duties, and responsibilities during the training sessions. The director should be certain he knows who are the Chaplains attending the summer training. The CONUS Army Chaplain will be able to furnish a roster of names and dates of attendance. The director should be prepared to supplement the manuals which are compiled by the U.S. Army Chaplain School non-resident branch.

II. PLAN

Plans must include facilities. These should be comfortable and located in the unit training area. The amount of equipment and materials needed is determined by the number of Chaplains who will be attending the training. It is a good idea to prepare outlines and duplicate lesson material so that copies can be provided for each Chaplain.

Prior planning is the key to good planning. Prior planning will add a professional touch, create an atmosphere of high standards, and prevent embarrassment for both instructors and students. Planning before hand will also aid in the teaching and learning process.

III. COORDINATING

Coordination at all points is extremely important. It begins with the CONUS Army Chaplain and must continue through to each Chaplain student. Instructors, Film and Equipment Exchanges, and Post Training Aids are but a few places which should be on the director's list. The staff officer responsible for the entire unit's training should be consulted about training schedules, facilities, and areas where training will be conducted.

When the plans are completed, at least one month prior to summer training, guidance should be published and distributed to all Reserve and National Guard Chaplains in the Army area.

IV. SUPERVISE

Supervision should be such as to create a pleasant and harmonious spirit. The director should be careful not to presume upon the position of the Reserve or National Guard Division Chaplain. Here, his position will be one of source and assistance. For those Chaplains who are not assigned to specific units, the director may may have to conduct someof the classes. In all, the director should strive for a pleasant learning situation.

V. CONCLUSION

To those who may find themselves with the responsibility of directing summer training for Reserve Componant Chaplains, this monograph is offered as guidance. Success will come with wise advice, prior planning, complete coordination, and close supervision.